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BCS TM3 Exam Syllabus Topics:

Topic	Details
Topic 1	• Managing the Test Activities: This section focuses on the role of Test Managers and how testing is planned, monitored, controlled, and completed across different software development contexts. It covers the overall test process, including defining test plans, tracking progress, and ensuring proper closure. Candidates are expected to understand how testing fits within various lifecycle models, test levels, and types, while engaging stakeholders effectively. The syllabus emphasizes risk-based testing to identify quality risks, assess impacts, and select suitable mitigation activities. It also highlights formulating project-level test strategies, selecting appropriate test approaches, setting measurable objectives, and improving processes through models like IDEAL. Additionally, candidates should be able to evaluate and introduce test tools based on business needs, risks, and return on investment.
Topic 2	• Managing the Team: This section addresses the role of Test Leads in analyzing team needs, identifying required skills, and coordinating efforts using a whole-team approach. Candidates are expected to understand how to align team capabilities with project goals and ensure effective collaboration. The syllabus highlights techniques for team management, resource allocation, and fostering continuous improvement through retrospectives and knowledge sharing to optimize testing performance.

Topic 3	• Managing the Product: This section emphasizes understanding and managing the product under test, focusing on controlling and assessing testing activities. It covers test metrics, reporting, and defect management across sequential, Agile, and hybrid environments. Candidates should be able to select and apply appropriate test estimation techniques and establish defect workflows suited to the project context. The syllabus also includes preparing business cases for testing activities that justify costs, benefits, and the value of testing within the overall project.

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BCS ISTQB Certified Tester Advanced Level - Test Management v3.0 Sample Questions (Q46-Q51):

NEW QUESTION # 46
Factors that are important to take into account when performing test estimation include:
i. The quality of the test basis
ii. The availability of test automation
iii. The amount of rework required
iv. The distribution of testing across several locations
The various factors can be grouped by characteristic. Examples of characteristics include:

- A. Product
- B. Test context
- C. Development processWhich factor is related to which characteristic?
- D. A = ii, B = iii, C = iv, D = i
- E. Test results
- F. A = i, B = ii, C = iii, D = iv
- G. A = iv, B = iii, C = i, D = ii
- H. A = iv, B = iii, C = ii, D = i

Answer: E

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
Product characteristic # quality of the test basis (C = i):The syllabus lists the quality and stability of the requirements/specifications (test basis) as a product-related estimation driver.
Test results characteristic # amount of rework (B = iii):Expected rework/defect-fix cycles and their impact on retesting and confirmation testing are identified through past results/defect patterns and directly affect estimates.
Test context characteristic # distribution across locations (A = iv):Organizational and logistical context (multiple sites, time zones, communication overhead) influences test effort.
Development process characteristic # availability of test automation (D = ii):Process/tooling capability (e.g., presence of automation frameworks) is treated as a development/process factor affecting test efficiency and thus estimation.The syllabus groups estimation drivers into characteristics such as product, development process, test results/history, and test/organizational context, and recommends mapping specific factors to these groups to structure estimation.

NEW QUESTION # 47
In an Agile context, defects are often fixed without writing a formal defect report. However, there are some conditions where it is good practice to write a defect report, even in an Agile context.
When is a defect report typically not written in an Agile context?

- A. A defect that is blocking other iteration activities and cannot be immediately solved
- B. A defect that cannot be solved in the same iteration
- C. A defect that is found for a high-priority user story
- D. A defect that must be resolved by or in co-operation with other teams

Answer: C

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
Same rationale as Q35. In Agile, no formal defect report is typically created when the team can fix the issue immediately and maintain flow (e.g., defect on a high-priority user story that is quickly addressed). Formal reports are encouraged when blocking, spanning iterations, or requiring cross-team work for visibility
/traceability. Refer to CTAL-TM v3.0, Chapter 5 on defect management and Agile reporting considerations.

NEW QUESTION # 48
You have recently been employed as a test manager for a software company producing Human Resource (HR) systems... You have been asked to write a test strategy for the project and have chosen to implement a flexible and change-related reactive test strategy. Which of the following would be an essential part of your test approach?

- A. Performing a detailed product risk analysis
- B. Using decision table testing, equivalence partitioning and boundary value analysis
- C. Using defect-based attacks and exploratory testing
- D. Implementing ISO/IEC 29119 as a testing framework

Answer: C

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
In a reactive (change-driven) test strategy-appropriate when requirements are evolving and flexibility is essential-the syllabus highlights exploratory testing and defect/experience-based techniques (defect-based attacks) as key elements because they adapt rapidly to change and emerging information.
A (product risk analysis) is central to risk-based/analytical strategies.
B (standard-compliant framework) aligns with standard/process-compliant strategies.
References: ISTQB CTAL-TM v3.0 Syllabus-Chapter 4 (Approaches for test prioritization and effort allocation: strategy/approach types including reactive strategies; emphasis on exploratory and defect-based approaches under change-driven contexts).

NEW QUESTION # 49
You are involved in the selection of a test management tool and have decided to calculate the ROI for the two potential tools: TestMaker and ImproveIT.
TestMaker is priced at €15,000 with yearly maintenance costs of €1,500. Its traceability to requirements feature is strong and the defect management process can easily be customised to meet the needs of the organisation. Effort for test management activities is expected to decrease by 20%.
ImproveIT is priced at €20,000 with yearly maintenance costs of €2,500. Its traceability feature is also strong and has a high level of usability. It also has interesting options for adding extensions to its features in the future. Effort for test management activities is expected to decrease by 30%.
Based on the calculated ROI, which tool would you suggest?

- A. ImproveIT
- B. There is too little information to accurately calculate the ROIs
- C. TestMaker
- D. None of the tools, since they do not provide a positive ROI

Answer: B

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:

InTest Tool and Automation, the syllabus states that determining the business case/ROI for a tool requires identifying and quantifying all relevant costs (acquisition, maintenance, training, pilot/rollout, integration, customization) and benefits (e.g., effort reduction across activities, quality and cycle-time gains), then comparing them over a defined period within the organization's context. A % effort reduction alone is insufficient without knowing the baseline effort/cost, number of users, training/transition costs, and implementation scope. Therefore, ROI cannot be accurately computed with the given data.

(Reference: CTAL-TM v3.0 - Test Tool and Automation: tool selection and introduction; establishing a business case/ROI by quantifying costs and benefits; considering acquisition, maintenance, training, pilot, integration, process changes, and productivity gains.)

NEW QUESTION # 50

Which one of the following metrics is primarily used to measure the achievement of a test objective and reported in a test completion report?

- A. Actual versus planned estimation (in hours) for testing activities
- B. Accumulated number of resolved defects versus accumulated number of defects
- C. Number of automated test cases versus planned automated test cases
- D. Code coverage

Answer: C

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
The syllabus explains that test objectives are agreed during planning and achievement against these objectives is assessed and reported in test completion. A common objective is to automate a defined proportion of tests; the metric "number of automated test cases versus planned automated test cases" directly measures the degree to which that objective was achieved and is reported in completion.
A (code coverage) and C (defect trends) are valuable but are not inherently tied to a specific stated objective unless such a target was set (e.g., 80% branch coverage).
B is a monitoring metric (variance to plan) rather than a direct measure of objective achievement. (Reference:
CTAL-TM v3.0 - Test Planning, Monitoring, and Control and Testing Process (Test Completion): defining measurable test objectives; reporting objective achievement in the test summary/completion report.)

NEW QUESTION # 51

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